Operational Assurance Detailed Design

Managers Meeting
March 20, 2000

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Additional Principles

- Integrate the assessment management recommendations of the Performance Assurance Team (PAT)

- Assume that ISM Leadership may transfer to the new Performance Assurance Division

Design Approach

▌ Reviewed activities for concurrence in previous functional alignment binning.

    ▌ Determined that 12 activities previously identified as Protection/Operational Assurance are Protection

    ▌ Determined that 7 activities previously identified as Protection/Operational Assurance are Operational Assurance

Design Approach (2)

- **Placed activities in proposed organizational units**
    - Performance Improvement - 9 (deployed or centralized)
    - Issues Resolution - 9 (centralized or deployed)
    - Integration and Communication - 15 (core)
    - Institutional Expectations 1(core)
    - ISM Leadership 3 (core)

    - Eight new activities

OPERATIONS ASSURANCE DIVISION

Institutional Expectations	Director	ISM Leadership

Performance Improvement (D/CD)	Issues Resolution (CD/D)	Integration and Communication (C)
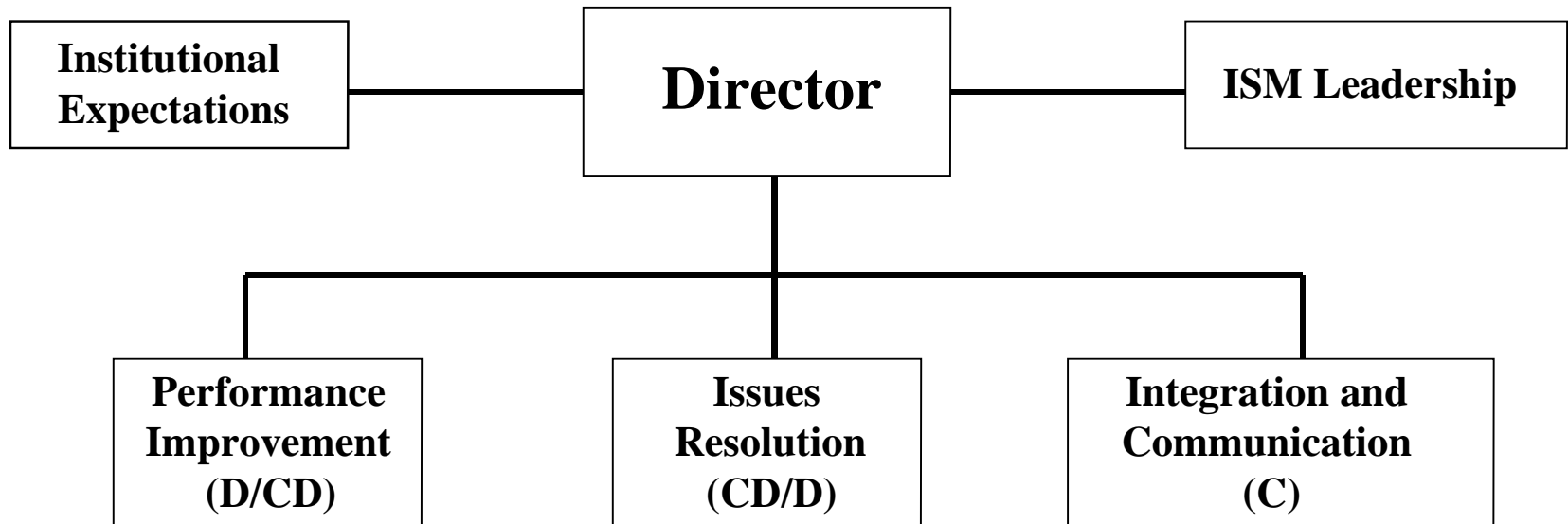
C   = Core
CD = Centralized
D   = Deployed

Performance Improvement   = Proactive/before
Issues Resolution = Reactive/after

Operational Assurance Activity Matrix

Institutional Expectations	ISM Leadership
Standards and Requirements Project	Safety Functional Manager for Management Systems
	ES&H Management Plan
	Annual update of ISM Document

Performance Improvement	Issues Resolution	Integration and Communication
Process Improvement (e.g. team facilitation, Voice of the Customer statistical analysis) Management System Improvement (e.g. quality management programs)	Investigations (e.g. occurrence, illness/injury, aviation/ CPAF, PAAA)	Data Synthesis: identify, compile, analyze and develop information for reports. Develop ES&H-related reports (e. g. Annual Environmental Surveillance Report, 7th Generation Report)
Develop and Implement ES&H compliance inspection program, provide training to ESH deployed resources, coordinate inspections, report, and track findings.	Institutional Mitigation Plans: Issues tracking, closure (e.g. EIS, DAHRT, Land Transfer)	Office of Institutional Coordination (e.g. PAAA, Quality)
Organizational Performance Assessments, Supplier Qualification Assessments	Worker Safety Concerns (e.g. Employee Safety Concerns System, ES&H Hotline)	Lessons Learned
Support Line Self-Assessment Program	ES&H issues tracking	Coordination of ES&H Appendix F and Appendix G (i. e. self-assessments, reports and other deliverables)
Coordination of the Institutional Safety Committees		Develop Institutional ES&H data requirements and ensure data quality
Supplier Performance Improvement (i.e. supplier assessments, receipt inspection, suspect/counterfeit parts program		ES&H Community/Stakeholder Relations (e.g. Pueblo Accords, Outreach Activities)
		Monitor Line Self-Assessment Prg.
		Feedback/Improvement Board Support

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Advantages

- Focus on institutional performance improvement.

- Customer driven approach to data collection and information.

- Single point of contact for performance data - ease of access.

- Coherent inspection/assessment schedules and tracking for accountability

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Advantages (2)

▌ Single point of contact for external ES&H audits/assessment/stuff.

▌ Cross-discipline synergy organizing around performance based management.

▌ Consistent with and supports ISM by facilitating line management responsibility and accountability.

▌ Moves beyond ES&H discipline stovepipes to further institutional synthesis of performance data.

Challenges

- Organizational overhead may increase

- Potential for shadows to other organizations such as AA.

- Line may see it as more work with limited to no value.

- Difficult cultural change.

- Requires a change from DOE Counterparts (i.e. they will have to look at the data in a larger context, not just in functional stovepipes)